

CONFIDENTIAL

LIST OF SEPARATION FACTORS

THE EXIT INTERVIEW

I. The objectives of the exit interview are:

- A. To determine the factors which, in the interviewer's opinion, have influenced the individual to make the decision to leave the Agency;
- B. To record the individual's suggestions and criticism about the Agency;
- C. To insure that the individual leaves with the best possible attitude toward the Agency;
- D. To retain the services of desirable personnel whenever possible.

II. The following grouping of factors influencing voluntary separations provides for developing and analyzing separation data statistically as a basis for pointing up circumstances which may require administrative attention or action.

A. Job

01. Physical work environment

(General conditions imposed by the physical plant and work equipment, i.e. heat, light, air-conditioning, space, office equipment, cafeteria facilities, noise, etc.)

02. Relationships with work associates

(Disturbing inter-personnel relationships with co-workers, other than immediate supervisor, which are not due primarily to personality characteristics of the individual, i.e., not accepted socially or professionally by the group, conflicts between individuals, rivalry for prestige, etc.)

03. Immediate duties and responsibilities

(The type of work assigned and the quantity or quality of output expected as they relate to the skills, aptitudes and interests of the individual, i.e., authority not consistent with responsibility, work too difficult or too easy, work monotonous, uninteresting or routine, etc.) (Note: if code 07 is recorded - do not record 03)

04. Supervisor

(Factors resulting from direct relationships with the immediate supervisor or the kind of immediate supervision

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received, i. e., lack of guidance and personal interest, unequal treatment, supervisor allegedly poor work example, or lacks supervisory ability and/or professional competence, etc.)

05. Administrative practices

(Factors related to administrative practices whether or not such practices are in accord with established policy, i. e., the administration of pay, leave, overtime, promotion, etc.: personal inconvenience, discomfort or loss related to administrative restrictions (other than security); insecurity due to organizational instability, etc.)

06. Security restrictions

(Personal inconvenience, discomfort or loss related to security limitations, i. e., inability to receive professional recognition outside the Agency, need to live cover, etc.)

07. Lack of initial understanding regarding nature of work

(i. e., expected position with more responsibility and prestige, wanted overseas assignment, position originally discussed not available at time of EOD, etc.)

B. Personal

11. Health

(Factors related to the individual's health as stated by the individual or as diagnosed by medical adviser.)

12. Personality

(Factors related to personality characteristics which inhibit the individual's effective adjustment to the work situation, i. e., immaturity, homesickness, inability to work harmoniously with others, etc.)

13. Personal interests

(An individual's decision (which appears reasonable in his own self-interest) to pursue a vocational or educational objective outside the Agency, i. e., complete education, attend to own business enterprise, resume professional practice, any objective move in accord with his ethical concepts, etc.)

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V. At the time of the interview is this individual's attitude toward the Agency such that he probably would consider returning to CIA?

1. Yes

2. No